

1997

Curricular Report No. 1997-98-2A from the Graduate Council to the Faculty Senate: Proposal for a Master of Arts Degree in Communication Studies

University of Rhode Island Faculty Senate

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UNIVERSITY OF RHODE ISLAND
Kingston, Rhode Island
FACULTY SENATE
BILL
Adopted by the Faculty Senate

TO: President Robert L. Carothers

FROM: Chairperson of the Faculty Senate

1. The attached BILL, titled Curricular Report No. 1997-98-2A from the Graduate Council to the Faculty Senate: Proposal for a Master of Arts Degree in Communication Studies, is forwarded for your consideration.
2. The original and two copies for your use are included.
3. This BILL was adopted by vote of the Faculty Senate on November 13, 1997.
4. After considering this bill, will you please indicate your approval or disapproval. Return the original or forward it to the Board of Governors, completing the appropriate endorsement below.
5. In accordance with Section 10, paragraph 4 of the Senate's By-Laws, this bill will become effective December 4, 1997, three weeks after Senate approval, unless: (1) specific dates for implementation are written into the bill; (2) you return it disapproved; (3) you forward it to the Board of Governors for their approval; or (4) the University Faculty petitions for a referendum. If the bill is forwarded to the Board of Governors, it will not become effective until approved by the Board.

November 14, 1997
(date)


Marian R. Goldsmith
Chairperson of the Faculty Senate

ENDORSEMENT


TO: Chairperson of the Faculty Senate

FROM: President of the University

Returned.

- a. Approved ____.
- b. Approved subject to final approval by Board of Governors ✓.
- c. Disapproved ____.

11/10/97
(date)


President

UNIVERSITY OF RHODE ISLAND
The Graduate School
CURRICULAR REPORT FROM THE GRADUATE COUNCIL TO THE FACULTY SENATE:
Report No. 1997-98-2A

MASTER OF ARTS DEGREE IN COMMUNICATION STUDIES

At Meeting No. 341 held October 10, 1997 the Graduate Council considered and approved the following proposal for a Master of Arts Degree in Communication Studies.

SECTION I
BACKGROUND INFORMATION

ABSTRACT

The Graduate Council unanimously approved the proposal for a Master of Arts degree in Communication Studies and voted to recommend approval at the Class A level (the program is deemed to be of such merit as to justify the recommendation of the immediate allocation of funds for its implementation). The proposed program would be coordinated by the Department of Communication Studies and the College of Continuing Education with support from faculty members in Communications at Rhode Island College.

BACKGROUND

The M.A. in Communication Studies is designed primarily for the working student who wants to pursue graduate work for professional advancement, and secondarily for students preparing for Ph.D. studies. The program will be the only graduate program in communication in Rhode Island.

The proposal for the M.A. in Communication Studies was reviewed under the new process established by the Faculty Senate in which the Graduate Council serves as the Coordinating and Review Committee for new graduate program proposals. Announcements of the receipt of the proposal were sent to the President and the Joint Educational Policy Committee, the Provost and the Council of Deans, the Budget Office, and Department Chairs and Graduate Directors. Recommendations were sought from each of these groups. Comments and recommendations from these groups are appended, have been kept on file in the Graduate School, and were considered in the Graduate Council's review.

The response of the Budget Office was positive. Linda Barrett, Budget Director, stated, "The existing administrative structure and faculty complement are sufficient to support the Master of Arts in Communication Studies program to be held at the College of Continuing Education."

Citing apparent significant student interest, the Council of Deans voted to endorse the program.

The original version of the proposal was received in the Graduate School during the spring semester of 1997. Following reviews by the groups listed above and others, a series of revised versions of the proposal that addressed concerns raised during the review process was submitted.

**SECTION II
RECOMMENDATION**

The Graduate Council approved the following proposal for a new Master of Arts degree in Communication Studies at its regular meeting on 10 October, 1997. It is now presented to the Faculty Senate for approval at the Class A level - the program is deemed to be of such merit as to justify the recommendation of the immediate allocation of funds for its implementation. Following is the proposal in the format required by the Board of Governors for Higher Education.

PROPOSAL FOR A MASTER OF ARTS DEGREE IN COMMUNICATION STUDIES

A. Program Information

- 1. Name of Institution:**
University of Rhode Island
- 2. Departments and Colleges Involved:**
Department of Communication Studies,
College of Arts & Sciences
College of Continuing Education
- 3. Title of Proposed Program:**
Master of Arts in Communication Studies
- 4. Effective Date of Program Change:**
September 1998
- 5. Anticipated Date for First Degree Granted:**
May 2000
- 6. Intended Location of Program:**
Providence Campus of the College of Continuing Education
- 7. Institutional Review and Approval Process:**

Date Approved

Department of Communication Studies	<u>9/10/96</u>
College of Arts & Sciences	<u>9/20/96, 10/9/97</u>
College of Continuing Education	<u>10/4/96, 10/9/97</u>
Graduate Council	<u>10/10/97</u>
Faculty Senate	<u> </u>
President of the University	<u> </u>

- 8. Summary of the Proposed Program Change:** A Master of Arts degree in Communication Studies will be made available through a program coordinated by the Department of Communication Studies and the College of Continuing Education with administrative and teaching support from colleagues in Communications at Rhode Island College. As such, it will be the only graduate program in Rhode

Island in communication. The M.A. in Communication Studies is designed specifically for the working student who wants to pursue graduate work for professional advancement (our primary student group), and secondarily for students who seek to prepare for the rigors of Ph.D. work (our secondary student group). The program proposed involves nominal expenditures and projects a positive tuition-to-expenses ratio.

9. Signature of the President:

10. Persons to be contacted during the review:

Stephen C. Wood, Chair, Communication Studies, 874-4030
Winifred Brownell, Dean of Arts and Sciences, 874-4101
Walter Crocker, Dean of Continuing Education, 277-5070
Blair M. Lord, Vice Provost, 874-2447

B. RATIONALE

- 1. Nature and Objectives of the Proposed Masters of Arts Degree in Communication Studies:** The study of communication has been a fundamental element of education for over 2,000 years. Recently, the importance of communication by education and business alike has resurfaced. At the University of Rhode Island, the Department of Communication Studies offers introductory undergraduate courses to over a thousand students every year and we offer sophomore, junior and senior level courses to approximately 300 majors and typically graduate 100 majors a year. Rhode Island College also averages close to 300 majors in Communications. Additionally, the College of Continuing Education offers a Bachelor of General Studies in Applied Communications. Thus between the two institutions, close to two hundred students graduate annually in communication and have no graduate program in communication available in the state. The faculty from both institutions has developed national and international credentials in the study and research of human communication. Recent graduates and older returning students, however, have no place to pursue graduate work in communication in Rhode Island. Thus, Rhode Island is losing graduate students to neighboring states that offer graduate work in communication. Approximately 4,000 Masters degrees in Communication are awarded annually in the U.S. and not one had the opportunity to graduate from such a program in Rhode Island. Both in-state and out-of-state students must look elsewhere for a program that serves their needs. We have designed an innovative program with strong appeal to the adult, working population seeking to enhance their career viability. The curriculum is flexible and makes few financial demands on the strained resources of the University of Rhode Island and maximizes cooperation with Rhode Island College. In fact, the proposed program should generate a positive tuition-to-expenditure ratio. We have the qualified faculty, the student demand, and the right program for the right time.
- 2. Needs Assessment:** The two most basic ways of assessing the need for a Masters degree in Communication Studies is through feedback from potential students and from national demographics. For over

a decade our undergraduate students have expressed interest in continuing their education with a master's degree in communication and have been disappointed by the lack of such a program. In a survey of Communication Studies alumni (1995), one-third reported that they eventually pursued graduate studies. Projected to our yearly average number of graduates, sixty communication majors annually enroll in and complete graduate studies. We project that over eight hundred Communication Studies students have gone on to graduate school and none were able to do that work at the University of Rhode Island in communication. Letters from students expressing an interest in a Masters Program in Communication Studies are included in Appendix A.

Business is placing increasing importance on communication. For example, in a recent survey of personnel administrators, the American Society of Personnel Administrators reported that out of seventeen different factors, the communication skills of speaking, listening, and writing, in that order, comprise the three most important factors in a successful job search. Further, the survey found that interpersonal, oral and written communication competencies are the top three factors important for job performance. Lee Iacocca confirmed the paramount importance of communication in his most recent book, "Communication has been my most valuable management tool. I realized early that I was pretty good at using the spoken word to move an organization in the direction I wanted, and I used that tool every day."

Deedy Taylor, employee services manager for Home Depot, Inc. reflects the degree to which communication is essential for business: "Many business people make the mistake of avoiding human contact. Too much is done in writing. The telephone is good, but in-person is preferable. Nothing beats face-to-face communication, even today. When you communicate effectively, it's intoxicating. It's the greatest feeling in the world. When you mess up, it can be disastrous. That's the risk and excitement of communication."

Scot Ober, in his graduate level text on business communication notes that, "It is estimated that 20 million face-to-face meetings take place every day in the United States, and many of these meetings include oral presentations. Thus, it is not surprising that the ability to speak effectively is considered a strategic managerial skill. Unfortunately, many managers haven't acquired this skill. In one survey of vice presidents in the nation's largest corporations, 44% described most presentations they hear as 'boring,' and 40% admitted to having dozed off while listening to a presentation."

A study by the University of Michigan's Graduate School of Business asked 1,158 newly promoted chairmen, presidents and vice-presidents in a variety of businesses, "Which courses best prepare one for business leadership?" Business communication courses were most often named even over courses in finance, accounting, business and marketing (Staley & Staley, 1992).

The Speech Communication Association noted in 1994 that "Employers are looking for people who are articulate, persuasive, and who can listen effectively. As one corporate executive indicated, 'The importance of communication in business cannot be overstated. By means of communication, a business receives and conveys information, transmits instructions and suggestions, and practices motivation and persuasion. Communication is the lifeblood of the organization and the means by which management gets things done.'"

There is no doubt that graduate-trained communication specialists are needed in every business organization. A program at the University of Rhode Island, College of Continuing Education, with the support and participation of Rhode Island College will fill a vacuum that currently exists in the graduate offerings in Rhode Island.

3. **Employment Opportunities:** As the emphasis on effective communication increases in business, employment opportunities increase correspondingly. We expect that most of our students will be fully employed individuals who are seeking to either enhance their viability within the organization for which they work or to open the possibility of moving to a new organization with a higher ranking position. Either way, the employability issue is minimal. Students earning a graduate degree in communication would, in effect, be securing their employability. We also project that some students would be taking graduate courses to prepare for doctoral studies in communication. As such, the Master's degree would facilitate the process of admissions to a doctoral program in communication.
4. **Clientele:** Most of the students would be the fully-employed older students looking to better their position in a current organization, or to expand the possibilities of moving to other organizations that demand or reward graduate work in communication. We also expect that some students will be immediate or recent graduates of the undergraduate program in Communication Studies at the University of Rhode Island, the College of Continuing Education BGS in Applied Communications, and the Department of Communications at Rhode Island College. Some students will come from related undergraduate degree programs such as but not limited to Journalism, English, Marketing, and Business.
5. **Projected Program Size:** A master's degree in Communication Studies could be easily victimized by over enrollment. Initially, a maximum of four courses will be offered each semester (one course on each night: Monday, Tuesday, Wednesday, and Thursday or on weekends). A first year admissions threshold of 24 to 30 students with an average minimum of 20 students actively matriculating during the first few years of the program would generate sufficient tuition revenue for program viability. Enrollments in specific courses will be supplemented by students in related graduate programs such as but not limited to the M.B.A. program. We estimate that the majority of students will take two classes per semester.

6. **Admission and Retention Requirements** will not deviate from the standard requirements as outlined in the UNIVERSITY BULLETIN.

C. Institutional Role

1. **Consistency with the Role of the University:** Educating students for careers in communication, or enhancing their career potential in communication-related fields, is a central role for the University and consistent with a commitment to a strong program of graduate studies.
2. **Uniqueness of the Program:** The master's degree in Communication Studies would be unique in Rhode Island. No comparable program now exists--the demand exists, but the program does not exist. Whether a student is pursuing political communication, organizational communication, training, personnel, conflict management, public relations, advertising, or digital and electronic communication, no graduate program focused squarely on the theory and application of communication exists. Further, this program will foster a flexible approach designed to meet the needs of returning students through the use of both standard and non-standard times for course offerings (evenings and weekends) and the use of email courses and/or certificate programs developed with and for local industries as appropriate.
3. **Relation to other Programs:** Within the University, a master's program in Communication Studies would provide supplemental courses for graduate students in English, Psychology, the MBA program and other relevant programs. However, we are not proposing any duplicative courses that currently exist under the aegis of another department or program. Other programs that may not have a graduate program, such as Journalism, will be encouraged to participate in the program.

D. Content

1. Curriculum

- a. **Names of courses & catalog numbers** (all courses listed are new):

COM 501 -- Communication Theory
COM 502 -- Communication Methods
COM 510 -- Seminar in Interpersonal Communication
COM 520 -- Seminar in Media Studies
COM 530 -- Seminar in Organizational Communication
COM 540 -- Seminar in Public Discourse
COM 591 & 592 -- Independent Study
COM 599 -- Master's Thesis Research

COM 501 Communication Theory, 3 credits --this course provides a survey of the research interests, conceptual and theoretical problems, and issues of current concern in Communication Studies from both a humanistic and social scientific perspective. Examines major theories in conceptualizing the role of communication in human activities and the process of theory construction.

COM 502 Communication Methods, 3 credits -- an in-depth examination and application of the research traditions of human communication from quantitative, qualitative and field research perspectives. Emphasizes human information processing, communication competence, and contexts, including dyads, group, organizational and public communication. Topical Seminars (12-24 credits required, each seminar may be repeated once under a different topic for a total of six credits. Topics announced one year in advance.)

COM 510 Seminar in Interpersonal Communication, 3 credits -- this topical seminar surveys the various theoretical explanations of interpersonal behavior. Specific topics will examine a limited number of theoretical perspectives and/or issues related to interpersonal communication in social, family and business venues. Students will design, implement and evaluate their own research project in Interpersonal Communication.

COM 520 Seminar in Media Studies, 3 credits --this topical seminar explores the role of the media in shaping attitudes, beliefs and behavior. Specific topics will focus on selected issues current in print and visual media and allow students to design, implement and evaluate their own research project on a media-related issue.

COM 530 Seminar in Organizational Communication, 3 credits -- this topical seminar focuses on a wide variety of subject areas concerned with the process and effects of communication in organizations. Seminars will be concerned with topics such as communication audits, communication consulting, training and development, organizational leadership, nonverbal communication, superior-subordinate interaction and small group/team communication dynamics.

COM 540 Seminar in Public Discourse, 3 credits -- this topical seminar focuses on a variety of subject areas encompassing three major communication disciplines: theory and criticism of public discourse across media; theory and application of persuasion; and theory and application of argument..

Electives (up to twelve credits)

COM 591, 592 Independent Study (Summer only), 1-3 credits each--this course will enable students to work with faculty on independent research projects designed to enhance their research skills and further emphasize the content area most germane to the student.

COM 599 Master's Thesis Research, 6 credits -- this course will be for students electing to take the thesis option. All work related to the thesis and its defense would be completed through COM 599.

b. New Courses (as noted previously), with description format for Bulletin)

COM 501 Communication Theory (I,3) Discusses the significance of theory to the understanding of communication. Gives an overview of major theories applicable to the study of communication. Explores the relationship between theory and research, and investigates emerging theories and applications of theory to emerging forms of communication. (Sem 3) Staff

COM 502 Communication Methods (II,3) Exploring research methods to acquire ability to understand communication phenomenon, critique and analyze the value of communication studies, and to independently conduct research to answer communication questions and problems. (Sem 3) Staff

COM 510 Seminar in Interpersonal Communication (I,3) A critical study of scholarly literature of interpersonal communication (IPC), including historical development and conceptualization, survey of current research and theoretical literature, and critique of methodologies and development or approaches. (Sem 3) Staff

COM 520 Seminar in Media Studies (I or II,3) Explores impact of television, home video, multimedia and other forms of electronic communication. Discusses convergence of television, computer and telephone industries, and communication implications of multimedia and the Internet. May be repeated once under a different topic. (Sem 3) Every Second or Third Semester. Next offered Spring 1999. Staff

COM 530 Seminar in Organizational Communication (I or II,3) In depth examination of a topic in organizational communication. Students will review and discuss appropriate literature and author a major research paper. May be repeated once under a different topic. (Sem 3) Every Second or Third Semester. Next Offered Fall 1998. Staff

COM 540 Seminar in Public Discourse (I or II,3) In depth examination of a topic in public discourse. Students will review and discuss appropriate literature and author a major research paper. May be repeated once under a different topic. (Sem 3) Every Second or Third Semester. Next Offered Spring 1999. Staff

COM 591, 592 Independent Study (SS only, 1-3 credits each) Students will work with faculty on independent research projects designed to enhance their research skills and further emphasize the content area most germane to the student.

COM 599 Master's Thesis Research (I and II) Number of credits is determined each semester in consultation with the major professor or program committee. (Independent Study) S/U credit.

c. Required Courses: COM 501, Communication Theory, and COM 502, Communication Methods.

d. Options: Up to six credits may be taken in Independent Study (COM 591 and/or COM 592) and up to six credits as free

electives may be taken from related disciplines such as Management, Marketing, statistics, English, Journalism, Psychology, History, Political Science, Sociology and Labor Studies, with prior approval of the Director of Graduate studies.

e. Course Distribution: COM 501 would be offered in the fall semester, COM 502 in the Spring semester, and two to three topical seminars per semester. In any given three-semester cycle, each topical seminar will be offered once or twice. COM 591 & 592, Independent Study, will be offered only in the summer to prevent de-stabilizing the fall and Spring enrollments in the regular classes.

f. Free Electives: Up to twelve credits of free electives are permitted in the program subject to approval by the Director and Advisor of Graduate Studies in Communication. No more than six of those free elective credits may be in independent studies.

g. Total Credits for Program: 30 credits.

2. Program Cycle: The following is a sample program that illustrates how students enrolled in the Masters program in Communication Studies might fulfill their non-thesis option requirements:

Semester 1: (6 credits) -- COM 501, COM 510

Semester 2: (6 credits) -- COM 502, COM 520

Summer 1: (6 credits) -- COM 591, COM 592

Semester 3: (6 credits) -- COM 530, COM 540

Semester 4: (6 credits) -- COM 510, COM 530

Total Credits: 30

Students involved in the thesis option could follow the same schedule but in semester four, six credits of thesis work (COM 599) would replace the two courses. COM 591 and 592 will be offered only in summer as independent studies. During the fall and spring semesters, students may elect other related graduate courses, but in no case shall the electives and the independent studies total more than six of the thirty credits. Students will work with a major professor and/or program committee for both the thesis and non-thesis options. Senior graduate faculty with tenure will assume the primary responsibilities for overload teaching and serving as a major professor.

Non-Thesis Option: Students taking the non-thesis option will be required to take at least one 3-credit course that requires a major paper. Students selecting a non-thesis option shall pass a written master's examination and oral defense when the formal coursework is completed or nearly completed. The examination shall follow the requirements of the Graduate Student Manual (7.45.2).

Thesis Option: Students selecting the thesis option will follow the same schedule as non-thesis students but instead of the written master's examination, students will propose, write and orally defend a master's thesis.

3. Certification and Licensing Requirements: None.

E. Inter-Institutional Considerations

1. Similar programs:

a. Rhode Island: None.

b. Region: University of Connecticut, University of Massachusetts, Suffolk University, Emerson College, and the University of Hartford.

2. Comparisons with Similar Programs:

The University of Connecticut, Storrs has a graduate program in Communication that combines the Masters with the Ph.D. In total they report between 15-17 funded positions and between 40-50 in the graduate program. They offer no certificate program and process only one or two Rhode Island applicants yearly. University of Connecticut's program focuses on mass communication, interpersonal and marketing communication

The University of Massachusetts, Amherst graduate program reports about 15 matriculating graduate students in their M.A. program and process on average one application from Rhode Island yearly. They offer no certificate program. University of Massachusetts's program focuses on interpersonal, cultural and media communications.

Suffolk University, Boston, reports that their program has about 45 students who are mostly part-time and they receive on average one or two applicants from Rhode Island yearly. They offer no certificate program. Suffolk's program focuses on organizational communication, communication studies, and advertising/public relations.

Emerson College, Boston, reports a mostly part-time population of 45 students and they receive on average one Rhode Island applicant yearly. They offer several certificate programs in public relations, advertising, web production & management, and screen writing. Emerson's program focuses on visual and media arts (film, TV/video, radio/audio) and new media (web development and design) and media arts generalist.

University of Hartford, Hartford, reports a mostly part-time population of 45 students and they receive two to three applications from Rhode Island yearly. They offer no certificate programs. University of Hartford's program focuses on a generalist base then, allows students to create their own focus area in communication.

Our balanced emphasis on both the social scientific and the rhetorical dimensions of communication along with a direct appeal to the adult, working population sets this proposal apart from our sister institutions. None of the institutions contacted expressed concern over the creation of a Masters program in communication at the University of Rhode Island.

3. **Provisions for Transfer from other RI institutions of higher education:** not applicable.
 4. **Projected Impact on Other Higher Education Institutions in RI.** The inherent cooperative nature of the proposed program with Rhode Island College will stimulate positive results across both student populations.
 5. **Cooperative Arrangements:** The Masters in Communication Studies will be a cooperative program with Rhode Island College. This proposal reflects the roles each institution will play in the administration and staffing of the program.
 6. **External Affiliations:** not applicable.
 7. **Availability under NEBHERSP:** not applicable.
- F. **RESOURCES:** Nominal resources are required for the implementation of this program. Additional titles in the CCE and main campus library, however, would be important. Aggressive use of on-line research should help to maximize access and minimize cost. The demands for library access both to collections and to the library itself would be tailored to the uniqueness of basing the program in Providence with an increasing emphasis on electronic research. An annual expenditure of \$2000 in periodicals and books would provide for significant expansion of the current holdings.
1. **Administration:**
 - a. A five-member Master of Arts in Communication Program Committee (MAC/PC) shall administer the Masters Program in Communication Studies. The program committee chair and two or three additional members shall be from the Communication Studies Department, University of Rhode Island and one or two members shall be from the Communications Department, Rhode Island College. The role of vice-chair of the MAC/PC shall be first offered to a committee member from Rhode Island College. The chair of the MAC/PC committee shall serve as director of this graduate program. Appointment to the MAC/PC shall be for a three-year term. In the initial instance, terms shall be staggered for 1, 2 and 3 years. The MAC/PC shall be responsible for the formulation of general program policy and planning, for the development and revision of admission, degree requirements, and curriculum, and for recruitment, budget, program faculty, scheduling development, certificate and other outreach programs. Rhode Island College graduate faculty may serve on thesis committees, but may not serve a major professor of a thesis committee. Until such time as the MAC/PC selects a chair, the Chair of Communication Studies at the University of Rhode Island shall serve as--or designate--the Director and Academic Advisor of Graduate Studies in Communication Studies.
 - b. The current Chair of Communication Studies is Dr. Stephen C. Wood, 106 Independence Hall, 874-2552.

- c. The Director and Academic Advisor will be released from one course each semester to advise students and oversee the administration of the program. Advising would be done primarily from the CCE campus, and incorporate evening hours.

2. Faculty:

a. List of University of Rhode Island Faculty:

Judith Anderson, Professor, Rhetoric & Conflict Resolution, Ph.D., Tenured, full-time, 1-2 CCE classes every three semesters.

Winifred Brownell, Professor, Communication and Health Issues & Communication Theory, Ph.D., Tenured, full-time (currently Interim Dean of College of Arts & Sciences), 1-2 CCE classes every three semesters.

Guo-Ming Chen, Associate Professor, Communication Theory/Methods & Intercultural Communication, Ph.D., Tenured, full-time, 1-2 CCE classes every three semesters.

Lynne Derbyshire, Assistant Professor, Rhetoric Theory and Criticism, Ph.D., not Tenured, full-time, 1-2 CCE classes every three semesters.

L. Patrick Devlin, Professor, Political Communication & Advertising, Ph.D., Tenured, full-time, 1-2 CCE classes every three semesters.

Agnes G. Doody, Professor, Conflict Resolution Communication & Organizational Communication, Ph.D., Tenured, full-time, 1-2 CCE classes every three semesters.

Sandra Ketrow, Associate Professor, Small Group & Interpersonal Communication, Ph.D., Tenured, full-time, 1-2 CCE classes every three semesters.

Geoff Leatham, Assistant Professor, Organizational Communication, Ph.D., not Tenured, full-time, 1-2 CCE classes every three semesters.

Linda Levin, Associate Professor, Mass Media Law, M.S.J., Tenured, full-time, 1-2 CCE classes every three semesters.

Barbara Luebke, Professor, Journalism & Mass Communication, Ph.D., Tenured, full-time, 1-2 CCE classes every three semesters.

Kevin McClure, Assistant Professor, Rhetorical Theory, Ph.D., not Tenured, full-time, 1-2 CCE classes every three semesters.

Vanessa Quainoo, Assistant Professor, Rhetorical Theory, Ph.D., not Tenured, full-time, 1-2 CCE classes every three semesters.

Norbert Mundorf, Associate Professor, Media Theory & Effects, Ph.D., Tenured, full-time, 1-2 CCE classes every three semesters.

Antone Silvia, Professor, Journalism & Mass Media, Ph.D., Tenured, full-time, 1-2 CCE classes every three semesters.

Stephen C. Wood, Professor, Rhetorical Theory & Argumentation, Ph.D., Tenured, full-time, 1-2 CCE classes every three semesters.

b. Adjunct Faculty, Rhode Island College

Lawrence E. Budner, Professor, Film Studies & Mass Communications, Ph.D., Tenured, full-time.

Moyné Cabbage, Professor, Public & Professional Communications, Ph.D., Tenured, full-time.
Joan C. Dagle, Professor, Film Studies, Ph.D., Tenured, full-time.
Mark W. Estrin, Professor, Film Studies, Ph.D., Tenured, full-time.
Richard Feldstein, Professor, Film Studies, Ph.D. Tenured, full-time.
Kay F. Israel, Associate Professor, Public Relations, Advertising, & Political Communications, Ph.D., Tenured, full-time.
Kathryn Kalinak, Professor, Film Studies, Ph.D., Tenured, full-time.
Heemong Kim, Associate Professor, Digital Imaging, M.S., Tenured, full-time.
Eung-Jun Min, Associate Professor, Telecommunications & Cultural Studies, Ph.D., Tenured, full time.
Audrey Olmsted, Assistant Professor, Public & Professional Communications, Ph.D., Tenured, full-time.
Philip Palombo, Associate Professor, Telecommunications & Digital Imaging, M.F.A., Tenured, full-time.
Russell A. Potter, Assistant Professor, Film Studies, Ph.D., not Tenured, full-time.
Claudia Springer, Professor, Film Studies, Ph.D., Tenured, full-time.

c. New Faculty: No new faculty positions are required in order to implement this program. As new faculty are hired to replace retirements or other vacancies, they will be considered for appointment to the graduate faculty for inclusion in the graduate program in Communication Studies.

d. Anticipated Additional Support Personnel: None.

e. Summary of Annual Costs: total=\$15,000

\$2,000	Library resources
\$1,000	Operating costs
\$6,000	Per-course replacement of the Director and Academic Advisor, one course per semester
\$6,000	Per-course replacement of faculty teaching graduate courses, one course per semester

- 3. Learning Resources:** Existing resources are adequate, expanded library offerings and electronic research capabilities desirable, new expenditure of \$2,000 annually anticipated.
- 4. Facilities and Equipment:** The existing and projected facilities resources, instructional and support materials appear to be adequate. Equipment to facilitate long-distance learning and interactive video conferencing desirable and currently available at the Providence campus.
- 5. Operating Expenses:** An additional \$1,000 a year for printing and advertising is anticipated.

6. **Scholarships and Fellowships:** None are required. A limited number of teaching assistantships may be requested in the future depending on the viability of the program as determined by the program review, the Dean of Continuing Education, and the Chair of Communication Studies.
7. **Differential Tuition and/or Fees:** None.
8. **Expenditures and Revenue Estimates:** The cost annual projected expenses of \$15,000 will be offset quickly by enrollment revenues. Given the organization of and the anticipated enrollment demand for the program, a positive tuition revenue-to-expenditure ratio is expected. The Communication Studies undergraduate program already has experience in generating one of the highest expenditure-to-revenue ratios in the university.

G. Evaluation

1. **Program Quality Control:** An annual review by the respective departments, the College of Continuing Education, and the College of Arts & Sciences will be conducted in terms of academic quality and financial viability consistent with the program review process in the University Manual. Matters such as, but not limited to, increasing in-load teaching, administrative financial support, faculty positions, and annual costs will be subject to review and modification as agreed upon by the appropriate administrative officials. Specifically, the percentage of in load assignments will be evaluated annually and adjusted according to programmatic success.
2. **Accreditation:** Not applicable.
3. **Criteria for Program Review:** The procedures in the University Manual for program review will be followed. Additional criteria unique to a Master's program in Communication Studies in a College of Continuing Education may be factored in as well.